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Ensuring the Operational Excellence of High-Potential Businesses

Operating Partner / Board Member / Private Equity Strategies

Insightful C-Suite Executive Known for Maximizing the Performance of Fortune 500 Companies and Leading National Brands

History of producing immediate results upon entering underperforming organizations and highly competitive markets. Respected for designing smart business plans, simplifying processes, stopping ineffective practices, and progressing executive teams/boards outside their comfort zones to achieve outstanding results. Consistent track record of quickly resolving bottlenecks and reversing financial losses while running large, complex operations. Award-winning servant leader who practices active listening. Notable accomplishments include:

- **Remarkable Profit Improvements:** As CEO of GreenLite, turned \$10 million annual loss into \$185 million/year gains. Slashed G&A expenses to 23.2% and increased EBITDA 43% as CEO and Chairman of the Board at APP.
- **Unprecedented Corporate Growth:** Led national team of 34,000+ to beat Walmart rankings as the COO of Giant Dollar Stores. Added 2,900+ stores in 5 years and brought annual sales to \$6.9 billion while doubling supply chain productivity.
- **Mergers & Acquisitions (M&A):** Steered merger of GreenLite and ACME LawnService to create the #1 lawn care service in the United States and seamlessly integrated 700,000 new customers. Ensured risk mitigation and operational due diligence.
- **Operational Advancements:** Grew XYZ Trends chain nearly 50%+, adding 167 stores during the recession while cutting shrinkage in half, stopping troublesome staff turnover, and reducing customer complaints by 30%.

Skills

- Sustainable Success
- Market Share Growth
- Real Estate Expansion
- Strategic & Adaptive Business Planning
- Demand Forecasting & Trend Analysis
- Talent Identification & Development
- Investor & Client Relations
- Supply Chain Optimization
- Technology Upgrades

Career Success

GreenLite, San Antonio, Texas

2013 to 2018

North America's #1 lawn care service with 2.8 million customers and \$1.9+ billion in annual revenue.

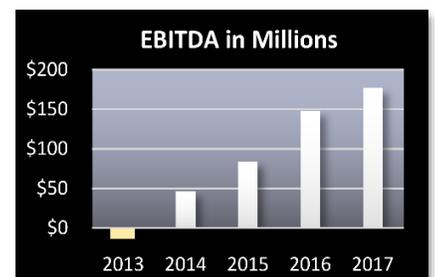
President & Chief Executive Officer

Spearheaded an extraordinary turnaround, stopping rapid decline and leading the revitalization of this 50-year-old iconic brand. Expanded lawn care and landscaping services to over 2.8 million residential and commercial customers across North America. Directed 310 branches and satellite offices throughout the United States and Canada.

Brought company from \$10 million loss in 2013 to \$185+ million profit in 2017. Raised earnings before interest, taxes, depreciation, and amortization (EBITDA) to \$56+ million in 2014, to \$94+ million in 2015, to \$148+ million in 2016, and to \$185+ million in 2017. Identified and managed highly profitable mergers and acquisitions, and positioned company for growth.

Personal Awards/Honors:

- ▶ **San Antonio's Entrepreneur of the Year, Retail Biz Tracker, 2016.**
- ▶ **Commercial Appeal Leadership Award, San Antonio BBB, 2015.**



Mergers, Acquisitions, & Restructurings

- **Guided merger of GreenLite and ACME LawnService in 2016 to create the #1 lawn care service in North America.** Combined the largest and 2nd-largest lawn care companies to achieve a dominant 37% market share. Acquired lawn care division of Taffer Lawn Company, adding/integrating 80+ franchises, 100 company locations, and 700,000 additional customers.
- **Severed ties to LawnMaster in 2014 and established new headquarters.** Built management team and set/championed bold new mission. As part of what the Mayor of San Antonio proclaimed to be "GreenLite Day," officially opened new 65,000-square-foot headquarters. Moved 350 local employees into the new office after adding 80 in the prior year.



Corporate Awards/Honors:

- ▶ #15 on Career Bliss list for happiest places to work in America, Forbes, 2016.
- ▶ Ranked on Best Places to Work list, San Antonio BizMonth, 2015, 2016, and 2017.

Additional Results

- Increased associate engagement from 42% to 72% while realizing significant improvements each year.
- Expanded business and opened new revenue streams by launching irrigation and mosquito services.
- Maximized long-term financial success by leading zero-based budgeting and procurement initiatives.

XYZ Trends, San Antonio, Texas

2009 to 2013

Publicly traded urban apparel retailer with 4,500 employees generating \$1 billion across 523 stores located throughout 33 states.

President & Chief Executive Officer

Built organization to excel in supporting this billion-dollar retailer. Developed business infrastructure, streamlined processes, and restructured management team for significant, sustainable growth in the midst of the recession and declining urban brand sales. Steered 9 executives to optimize store operations, merchandising, marketing, human resources, real estate investments, and supply chain efficiencies. Modernized technologies across all areas of the business. Improved hiring and performance appraisal processes. Opened 167 new stores, relocated/expanded 42 stores, and converted 29 stores to the new layout/concept.

Notable Improvements



Company Firsts:

Introduced new store prototype, purchase order management solution, merchandising analysis system, zone-buying process, and proprietary gift card. Expanded market research to include focus groups, customer intercepts, and surveys.

Remarkable Accomplishments

- Grew chain nearly 50%+, bringing store count from 356 to 523, and refined store selection process.
- Decreased inventory shrink from 2.6% to 1.5% of total sales after revamping loss prevention organization.
- Brought Store Manager turnover from 44% to 22% and Assistant Store Manager turnover from 118% to 56%.
- Reduced customer complaints by 30%; initiated Customer First program to drive loyalty.
- Garnered 350,000+ followers within a year of launching Facebook and Instagram profiles.
- Led organization to come in \$16 million under budget for general and administrative (G&A) expenses.
- Boosted productivity 55% after opening state-of-the-art distribution center and new warehouse management system (WMS).

American Portrait Photographers (APP), San Antonio, Texas

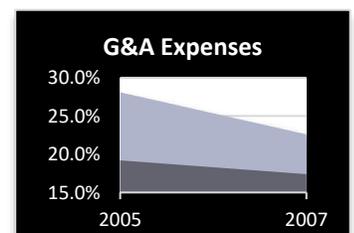
2005 to 2008

The official photography center for Big Box Retailer, APP has 1,400+ stores worldwide generating \$390+ million in gross sales.

Chairman of the Board, President, & Chief Executive Officer

Tapped by private equity (PE) firm to rescue retailer from operational/liquidity crisis and reposition it for sale. Transformed photography operation into a formidable retail brand while enhancing all facets of pricing, visual merchandising, marketing, and merchandise planning.

Reversed profit loss and operational inefficiency while fulfilling APP's stringent requirements. Redesigned departmental structures, introduced project management tools, and built a market research organization. Closed 500 of the lowest performing studios, as well as 12 unprofitable divisions. Partnered with Chief Financial Officer and General Counsel to negotiate the company's acquisition by its largest competitor.



Astonishing Outcomes

- Slashed field G&A expenses from 27.9% to 23.2%, and decreased corporate G&A expenses from 18.9% to 16.9%.
- Increased EBITDA 43% and stabilized customer counts, which were in 17% decline, despite unfavorable industry trends.
- Successfully rebranded all 1,400+ studios and launched extremely popular products.
- Improved collection rates from 91% to 98.5% by modifying collection/prepayment policies.
- Stopped \$2.5 million net operating loss by shuttering unprofitable divisions in France and Switzerland.
- Reduced annual licensing fee from 17% of sales to 12%, and negotiated \$4 million rebranding allowance.

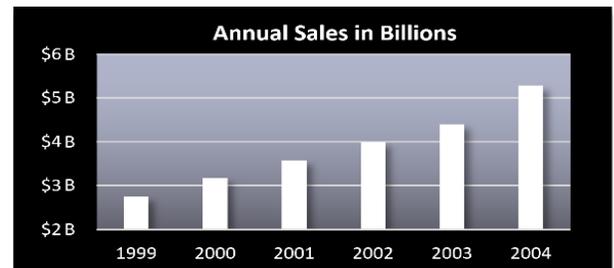
Giant Dollar Stores, San Antonio, Texas

1999 to 2005

Fortune 500 discount retailer operating 6,200+ stores with 37,000+ employees generating \$5.3 billion in annual sales.

President & Chief Operating Officer

Provided visionary leadership while steering 6 executive direct reports; led and motivated 37,000 indirect reports to peak performance levels. Drove tremendous sales/productivity improvements every year by standardizing processes across all stores. Expertly managed billion-dollar P&L while establishing Merchandise Planning, Allocation, Replenishment, and Store Engineering departments. Developed highly efficient supply chain; introduced cross-dock distribution and replenishment systems.



Unprecedented Growth

- Brought total number of stores from 3,324 to 6,266 in 5 years.
- Achieved average per-store sales increase of \$120,000.
- Beat Walmart as Discount Retailer of the Year in 2004.
- Boosted 1st year store sales by 19% across entire chain.
- Raised annual sales from \$2.85 billion to \$5.3 billion.
- Grew net income from \$140 million to \$263 million.
- Increased annual store openings from 360 to 550.
- Led company to rank on Fortune 500 and S&P 500.

Supply Chain Improvements

- Doubled distribution efficiency by reengineering processes and introducing new data/warehouse management systems.
- Opened 9 modern, million-square-foot distribution centers (DCs) after directing design of new cutting-edge DC prototype.
- Increased fill rates from 65% to 97%+; ensured the timely and accurate delivery of all shipments.
- Raised productivity levels from 46 cartons to 130+ cartons of merchandise for each paid hour.
- Improved accuracy rates from 87% to 99.85% by automating manual shipping processes.

Corporate Awards/Honors:

- ▶ #19 on Chain Store Era's High-Performance Retailer List, 2004.
- ▶ #1 ranking for Consumer Awards for Excellence, Parker Gemini, 2004.

Past success as Senior Vice President of Distribution and Logistics at ABC Auto, as Senior Vice President of Supply Chain and Vice President of Transportation and Distribution at Best Products, and as Assistant Director of Transportation at Great Merchandise.

Consulting Work

Encore Partners, London, England

2008 to 2009

One of the world's leading private equity firms focused solely on companies seeking long-term investment in growth.

Retail Consultant

Selected/trusted to evaluate potential acquisitions throughout North America from an operations perspective.

Education & Training

Master of Business Administration (MBA)
Bachelor of Business Administration (BBA)
San Antonio University, San Antonio, Texas

"Victoria transformed a fairly antiquated distribution network into a world-class retail supply chain, reducing associated expenses by over 150 bps. She achieved phenomenal results in real estate, successfully opening over 500 stores per year."

– Chris Gibbs, Former Vice President of Supply Chain, Giant Dollar Stores

Résumé Strategy

For a respected C-Suite executive that led many iconic American brands, I developed a strategic résumé for operating partnerships, board memberships, and opportunities within private equity firms. To quickly obtain interviews for the opportunities she wanted, I focused the content most heavily on accomplishments concerning profit improvements, corporate growth, mergers, acquisitions, and operational advancements.

To make the document's intention extremely clear, and to create a visually striking presentation, I designed a unique header by altering a stock image photo depicting chairs around a conference table that's clearly been prepared for a meeting. The visual implication, of course, being that my client wants a seat at the table.

I highlighted the candidate's 4 key qualities in accomplishment subsections directly underneath the opening summary paragraph. Since this particular client had a wide range of achievements, I subcategorized her many impressive results into separate sections, such as "Personal Awards/Honors," "Mergers, Acquisitions, & Restructurings," "Corporate Awards/Honors," etc. This helped to break up some very long and visually dull accomplishment lists.

I added matching charts, graphs, and illustrations where relevant to draw the eye and add excitement. While doing so, I made sure all achievements were also specified in writing so that they could be seen by applicant tracking systems.

Since she held a consulting role for less than a year in London, England at one of the world's leading private equity firms, I wanted to mention the experience, but not show it as a short-term blip within the context of the rest of the work history. Therefore, I placed it in its own section where the lack of achievement wouldn't draw too much focus.